



Restaurant Focus Groups

Results of Focus Groups with Restaurant Owners and Kitchen Staff

Prepared for

Kitsap County Surface & Stormwater Management



KITSAP COUNTY
Public Works

And Project Partners

Kitsap County Health District

City of Lacey Public Works

City of Everett Public Works

King County Department of Natural Resources

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1. Project Overview

Background

The idea for conducting focus groups with restaurants grew out of the Stormwater Business Education Template, one of 15 projects funded by the Washington Department of Ecology under the grant program, Municipal Stormwater Grants of Regional or Statewide Significance. The purpose of that grant was to develop and test the effectiveness of education activities targeted at commercial businesses to raise stormwater awareness and provide simple behavior changes to improve water quality. As part of that grant the Core Group, made up of representatives from Kitsap, King, and Asotin counties as well as the cities of Everett and Vancouver went through a social marketing process to identify the top three polluting practices, which were auto fluids, wash water, and food waste. The Core Group developed a poster template for automotive businesses that was focus group tested around the State and subsequently evaluated through an online survey.

This Restaurant Focus Group project is in a sense a continuation of the Stormwater Business Education Project that was conducted in 2010-11. The intent was to explore the other two priority pollutants, wash water and food waste, through focus groups targeting restaurants. A new Core Group was formed, comprising the same representatives from Everett, and King and Kitsap counties and new members from the Kitsap Health District and the City of Lacey. The group decided to hold two separate focus groups, one for owners and managers, and the other for kitchen staff. We believed that separating the staff at the front and in the back of restaurants would reveal insights about cleanup practices and how the owners and kitchen staff interact.

Goals & Objectives

The main goal of the restaurant focus groups was to inform stormwater managers and education specialists of the awareness and behaviors of restaurant owners/managers and their employees related to practices that affect stormwater runoff, including dumpster use, grease handling, cleaning mats and equipment, hosing down alleys, and any other practices that take place outdoors. The focus groups were designed to identify motivators and barriers to best management practices, messaging, and how best to communicate with this business sector. Another objective was to focus group test a poster and hood vent sticker that had been designed by Thurston County, in coordination with the cities of Lacey, Tumwater and Olympia, before distributing them to area restaurants.

The Core Group listed these objectives of the project:

- Gather information on how to communicate with restaurants, identify barriers and motivators, and test products.
- Develop a poster that communicates messages with non-English speaking workers and can be used by Phase II communities. Address vectors and dumpster management.
- Find out if stormwater pollution is behavioral or structural, e.g. no mop sink, lack of space, (or both) with respect to managing grease, wash water and trash.
- Understand the mechanisms to address water quality issues with this target audience, including the how-to part of education.
- Come up with a product that appeals to the majority of participants.
- Use information in a positive way, e.g. recycled grease can be used for biofuel.

A secondary goal was to gather information about large community fairs and events where food is served. These events often take place on weekends when health inspectors are not available to monitor the food vendors. Phone interviews were conducted with the organizers of Whaling Days, an event that occurs in Silverdale, and Viking Days, which occurs in Poulsbo. The information gathered in the interviews, presented in the Appendix, can be used to help jurisdictions understand how to coordinate with the event organizers to take steps that minimize impacts on water quality.

Restaurant Best Practices

The Core Group held a social marketing workshop to identify the desired practices for restaurants, what practices we thought might be occurring, identify potential motivators and barriers and provide examples of products we could show them and get their reaction. The desired best restaurant practices are listed below:

- Dispose of grease in covered and secured containers.
- Clean up grease, drips and spills immediately with absorbent material. (Check with focus group participants about terminology – oil vs. grease).
- Put all garbage and recyclables in designated, covered leak-proof bins.
- Keep the area near outdoor waste and materials storage as clean as the area in front of the restaurant.
- Dispose all wash water indoors.
- Clean all mats and equipment indoors.

Focus Group Recruitment

The project and focus group discussion guide was designed by Ellen Cunningham. The two focus groups were moderated by Penny Mabie of EnviroIssues with seven restaurant owners and managers and six kitchen staff. The focus groups held were:

- Restaurant kitchen staff – Lacey, WA, October 17th, 9:00-10:30 a.m.
- Restaurant owners and managers – Silverdale, WA, October 26th, 9:00-10:30 a.m.

Kitchen staff participants were paid \$75 as compensation and restaurant owners and managers were paid \$150. Staff from Kitsap County and City of Lacey was able to observe.

The participants were recruited by a market research firm by phone using databases supplied by the local health districts. We were concerned about being able to access kitchen staff by phone since the phone resides in the front of the restaurant, is answered by management, and staff are typically working at a fast pace. We learned from the University of North Carolina Institute for the Environment that they had success in recruiting focus group participants by handing out flyers at area restaurants. Based on their experience we developed a flyer that an intern with the City of Lacey handed out to 37 restaurants (see Appendix). This approach definitely helped to recruit the kitchen staff as we recruited 5 participants that way. In addition, the market research firm faxed and emailed the flyer to the owners and managers. This approach was successful in overcoming any suspicions about the nature of the research and allaying any qualms they might have about letting their employees participate.

Participants were recruited from fast food chains, sit-down restaurants and cafes with an equal distribution for each group. Although a total of 24 people were recruited, we had only 13 participants representing a cross-section of the three types of restaurants. Follow-up phone calls to a sample of those who did not show up revealed that the restaurant was short-staffed or busy and needed them at work.

2. Key Findings

Awareness of Stormwater and Local Waterways

Water bodies factor into a sense of place. Participants mentioned Puget Sound, Hood Canal, Dyes Inlet, Oyster Bay, American Lake and creeks as close to their business. Participants questioned the health of those water bodies. On one hand they support fish and wildlife, but on the other, the visual water quality, odors and presence of sludge and trash make them question how swimmable and fishable these waters are.

All participants could accurately identify the photo of the storm drain grate. All of the owners/managers knew that stormwater runoff entered into local waterways without first going to a treatment plant, but some kitchen staff were not aware that runoff is not treated.

Awareness of Activities that Affect Runoff

- The business owners are aware of activities that can cause polluted stormwater runoff but may not be in the kitchen at the end of the day when the cleanup activities occur.
- Kitchen staff was more forthcoming about some of the cleanup practices that occur in the alleys behind restaurants.
- Participants seemed to think it is okay to let soaps get into the storm drain in order to clean up the alleys.
- Grease management is an issue with fast food restaurants. One participant indicated these restaurants could generate up to 100 gallons of used grease a week.
- Dumpster management is a problem, with liquids going into dumpsters, lids not being closed, dirty dumpsters not being cleaned or switched out by the hauler, and birds scattering food waste and garbage from overflowing dumpsters.

Motivators to Managing Runoff

- Owners/managers are motivated to present a positive image to customers, being good corporate citizens, and avoiding fines, penalties and negative press.
- Owners want to stay in good standing with the health department.
- Kitchen staff equates water quality with drinking water and do not want that to become compromised.
- Staff also would like to abide by the restaurant rules and have the owners give them a reason for improving their cleanup practices, e.g. cause and effect.

Barriers to Managing Runoff

- The top 3 barriers for owners/managers are “don’t believe small amounts of runoff contribute to pollution”, “not knowing what to do”, and “costs too much to retrofit the kitchen with needed facilities”.
- The top 3 barriers for kitchen staff are “takes too much time”, “don’t believe small amounts of runoff contribute to pollution”, and “don’t have needed space indoors for cleanup activities”.

The Message and Compelling Images

- The message has to be direct and is better if it can show a photograph of the “right way” to do an activity.
- Participants favored posters that conveyed the message quickly. Those posters had bold graphics, and minimal text that got right to the point.
- Kitchen staff favored posters and stickers that would be strategically placed at the point of use. Stickers on mop buckets, hood vents and dumpsters were thought to be generally effective. Posters would be best placed on the back doors or in the restroom, not with all the other posters regarding labor and industries, workers rights, etc.

Outreach Products

- Restaurant owners/managers preferred laminated posters and stickers, followed by storm drain stencils or markers.
- Kitchen staff had a strong preference for stickers, followed by storm drain stencils or markers.
- The most popular posters were the Chapel Hill and Bellevue posters. The Chapel Hill poster was favored because it provides a schematic of the whole restaurant with minimal text and graphically resembles Marvel comics and touch screen games, thus relating to the younger kitchen staff.

Incentives to Properly Manage Stormwater Runoff

- Warning tickets with constructive criticism were viewed positively. Kitchen staff wanted to see real consequences for messing up and owners/managers thought these tickets would put a fire under the staff.
- Public recognition in the local newspaper was viewed positively. They feel people read the health inspector reports and this information could go in the same section. They were not interested in displaying a plaque or decal in their lobby.

- Everyone thought the stickers and laminated posters if done correctly could be effective. Kitchen staff was more in favor of the stickers.
- Training videos were viewed negatively.

The Messenger

- Kitchen staff preferred the local health department to sponsor the educational outreach product or service over the public works departments Department of Ecology, EPA, or Puget Sound Partnership.
- The owners/managers preferred the local public works department sponsoring the outreach.

3. Detailed Findings

Awareness about Stormwater Issues

All of the participants recognized the photo of the storm drain. The restaurant owners/managers all knew that runoff ends up in local waterways, but some of the kitchen staff thought the runoff was first treated before entering water bodies. The participants voiced a strong connection to specific local waterways, including Puget Sound, specific areas of Puget Sound, such as Dyes Inlet, Hood Canal, and Oyster Bay, and lakes and creeks. Participants had mixed views about the health of these waters. The water bodies support fish and wildlife on one hand, but discolored water, bad odors and the presence of sludge, trash or geese give them pause about whether they want to swim or fish in these waters.

While the owners/managers seemed to be very aware of stormwater runoff issues, the kitchen staff said that runoff issues are not on anyone's minds. A couple of staff said they have storm drain covers or a boom to divert water away from the storm drain, but these devices are not always used.

Restaurant Cleanup Practices

Owners/managers reported being more conscientious about confining the cleanup activities, such as cleaning mats and equipment and dumping wash water indoors than did the kitchen staff. Overall, the business owners are aware of the need to contain grease in a leak proof container and to clean up any spills using absorbent rags or kitty litter.

The kitchen staff was more forthcoming about some of the cleanup activities that occur outdoors. Grease splashes and spills are an issue at fast food restaurants. An employee of a fast food chain said his restaurant goes through 100 gallons of oil per week. The owners/managers also noted that the crew does not always tell you if there is a grease spill. Some mentioned that they hose down grease spills as well as hosing down the alley to clean up. As one participant noted, he felt like they were doing something right by hosing down but sees all that grease and garbage is going into waterways and did not realize that until now.

Mats, hood vents and other equipment may sometimes get cleaned outside. Some restaurants have a vendor who comes in regularly to change out the filters and provide a thorough cleaning.

The kitchen staff pointed to dumpsters as a major problem area, including liquids being dumped, lids kept open by staff and the hauler, dirty dumpsters not getting changed out by the hauler, and birds scattering the food waste and trash from overflowing dumpsters, which then needs to be cleaned up by the kitchen staff. Cigarette butts left both by staff and the public in the parking lot was an annoying source of trash that continually needs to be cleaned up.

There appears to be a common misperception that it is acceptable for soaps and organic fertilizers to go down the storm drain.

Motivators and Barriers to Managing Runoff

All of the participants expressed the desire to do the right thing and not contribute to stormwater pollution. The motivators differed between the restaurant owners and kitchen staff.

Motivators

Owners viewed clean-up practices in terms of maintaining good relationships with the Health District and the public. As one participant noted, a negative health inspection or fine for pollution can cause a restaurant to lose regular customers overnight and it is difficult to get them back. Other motivators for the owners/managers were:

- Desire to have a positive public image.
- Avoiding fines and bad press.
- Demonstrating to the public that the restaurant owner cares about the environment.
- Demonstrating corporate responsibility.
- Keeping clean any outdoor areas that the public will see.

Kitchen staff appears to be motivated by their relationship to their boss, the restaurant owner or manager. They thought that the majority of staff do not understand the connection between their cleanup activities and runoff, and if educated, would be likely to change their practices.

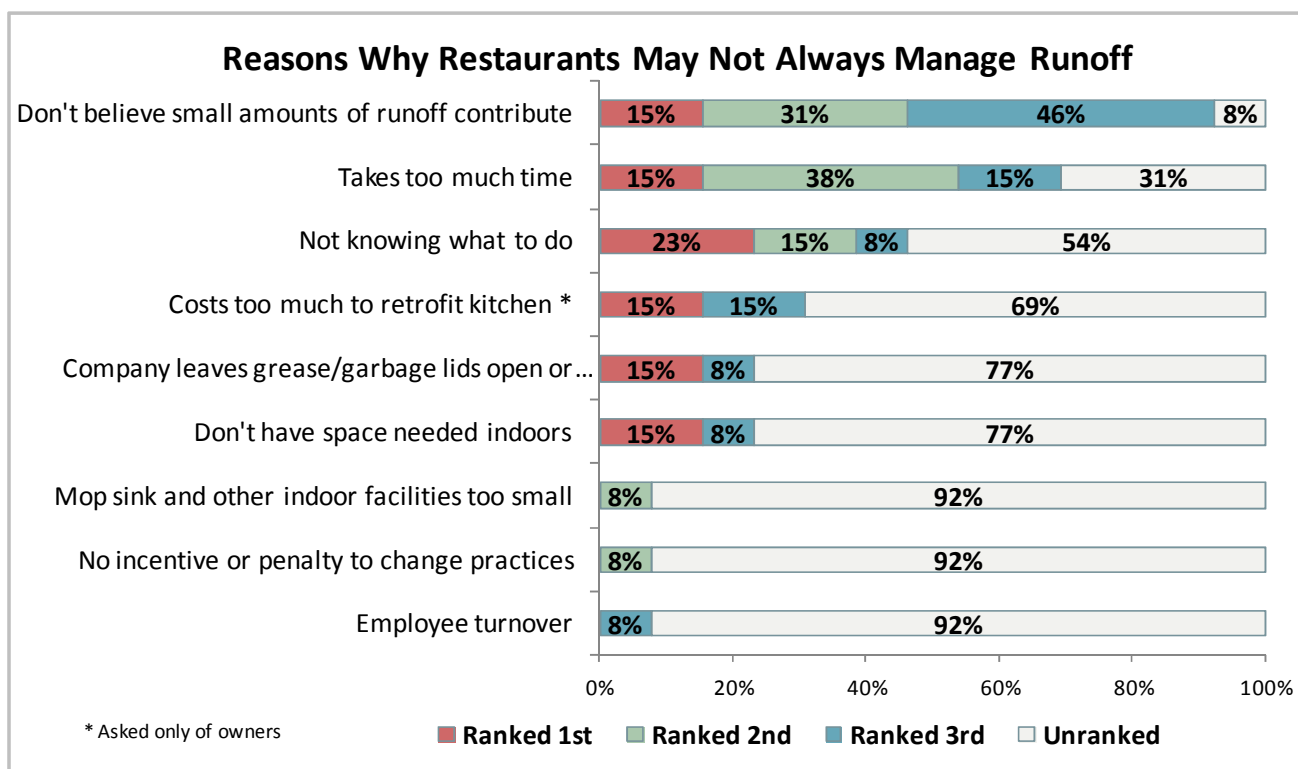
Other motivators for the kitchen staff were:

- Wanting to keep drinking water clean.
- Abiding by restaurant rules set by the owners.
- Presence of rodents or other vectors.
- Giving staff a reason to care about how they cleanup.
- Fining or giving penalties for poor outdoor practices.

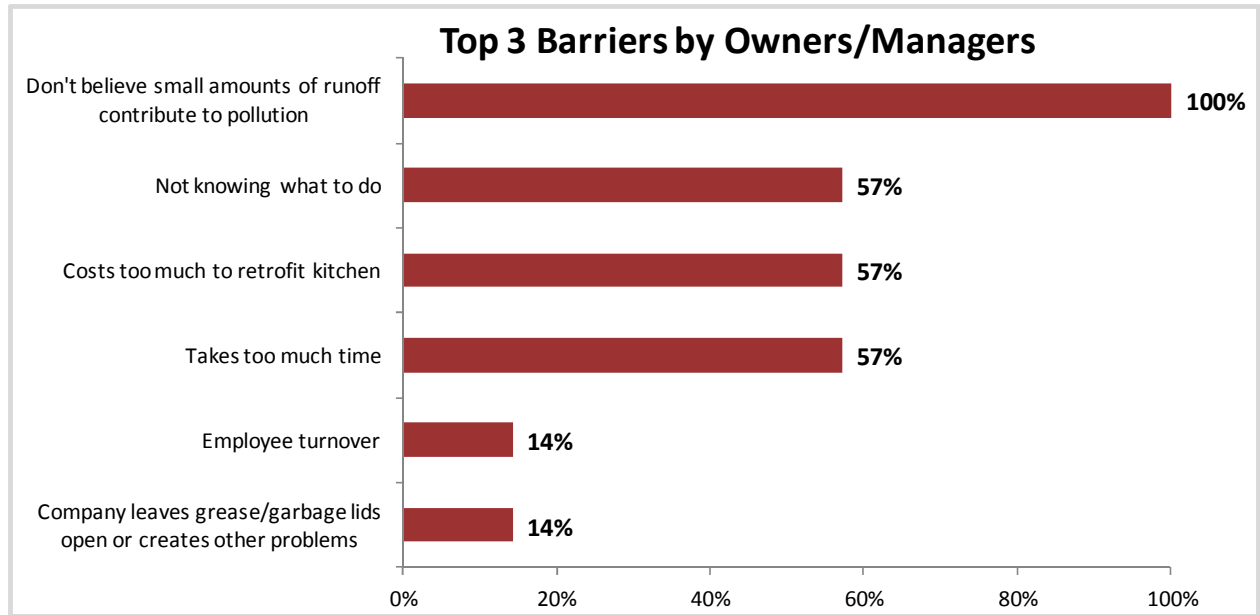
Barriers

The focus group participants were asked to choose the top three reasons that restaurants do not always manage runoff, and then rank them 1, 2, and 3 with 1 being the top reason. The owners and kitchen staff were given a slightly different list, mostly related to employee/owner interactions.

The major barrier for both groups was “don’t believe small amounts of runoff contribute to water pollution”, picked by nearly all participants as one of the top three barriers. “Takes too much time” was picked by the majority of participants. “Not knowing what to do” was picked by nearly half as one of the top three barriers. The bar chart shows the top barriers listed by both owners and staff.

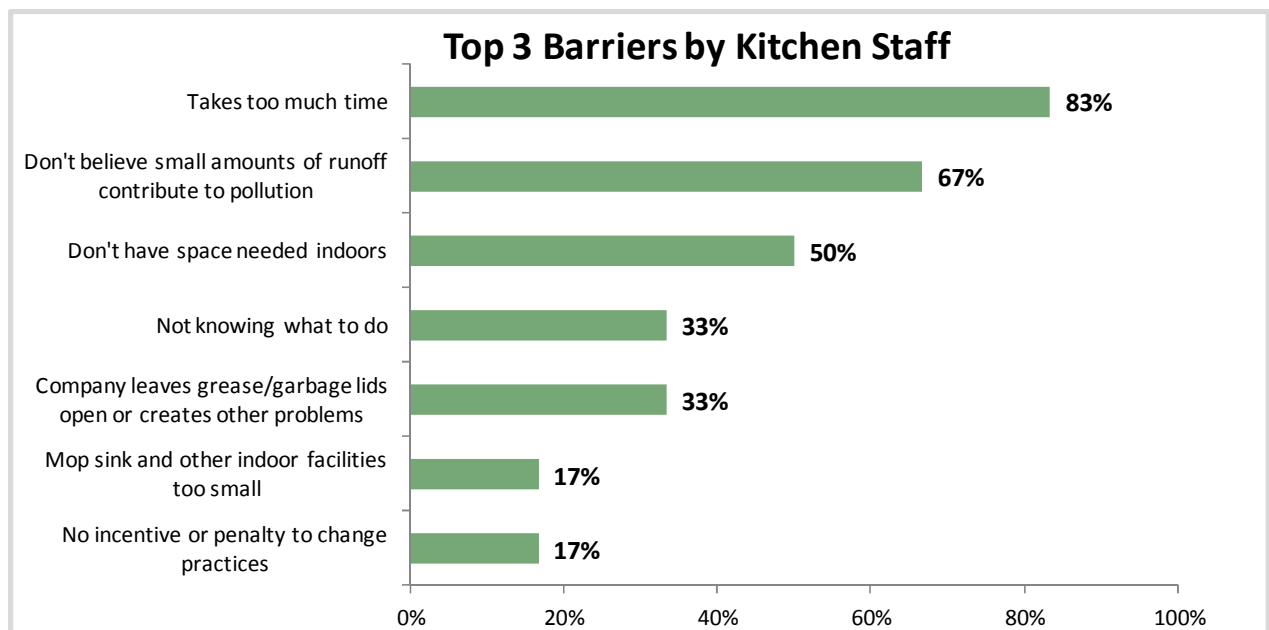


The top four barriers for owners/managers and kitchen staff were similar but in a different order. Kitchen staff focused more on not having enough time and not having adequate space. From the owner’s perspective the space constraints translate to a cost issue of retrofitting the kitchen to create better space and facilities. A few staff mentioned that the mop sink and other indoor facilities were too small, but this reason was not picked by the owners. Both owners and staff thought that the company handling grease and trash leaving lids open or creating other problems was a barrier to better practices.



The fast pace and youth of restaurant kitchens

Kitchen staff participants mentioned that many restaurant employees are young, and frequently teenagers as young as 16. Laziness, wanting to find the quickest way to get tasks done, and not being shown how to clean up properly were mentioned as other barriers.



Restaurants that have small groups of employees and management that closely oversees their activities was thought to be a more successful formula for good cleanup practices.

There was a decidedly lack of blame by owners/managers and staff for not having more responsible cleanup practices. Several possible barriers listed on the handout were not picked by any of the participants:

- Language barriers and cultural differences.
- Employees should be more responsible.
- Don't get direction from owners/managers.
- Conflicting regulations.

Language barriers

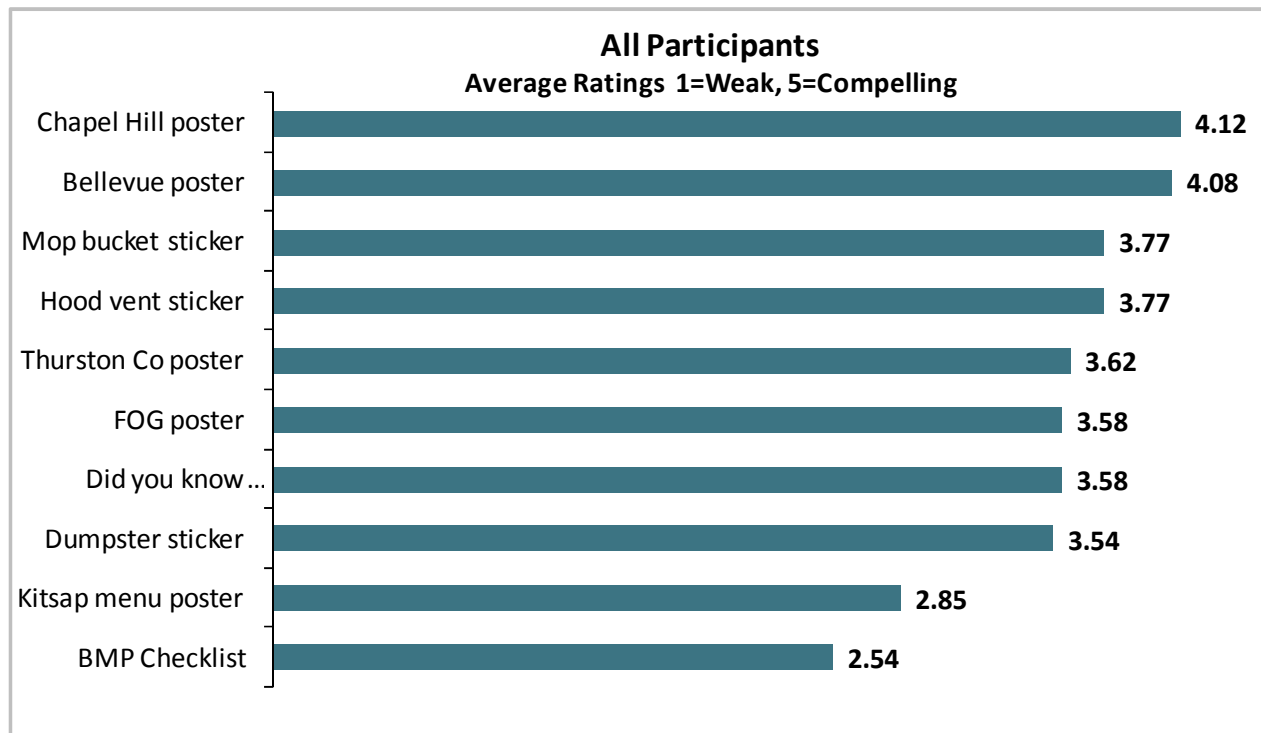
While language and cultural differences have been mentioned as a barrier in other focus groups conducted with businesses, not just restaurants, we discovered that the restaurant owners participating in our focus group did not view this as a barrier. The Puget Sound region is multicultural with recent immigrants from many parts of the world and an explosive growth of ethnic restaurants. Kitchen staff may have as their native language Spanish, Tagalog, Mandarin, Korean, Vietnamese and other Southeast Asian or Eastern European languages. Our participants thought that employees who are non-native English speakers understand some very basic spoken English but may have more limited ability to read English.

While recruiting for participants, we screened for proficiency in the English language so that we could obtain meaningful dialogue. We were unable to include owners/managers and kitchen staff from some of the ethnic restaurants contacted. In order to hear their views, a 1 on 1 interview may be more productive.

The prevalence of kitchen staff with limited English skills points to a need to communicate with photos and illustrations and a set of limited but commonly used English words.

Posters & Stickers

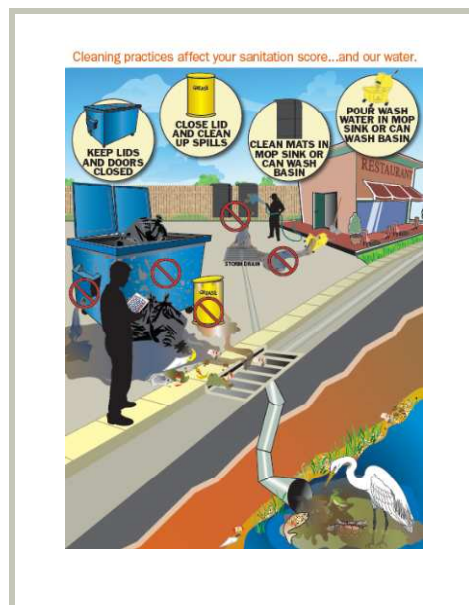
Participants were shown seven posters and three stickers targeted to restaurants. These images were gathered from other jurisdictions around the country. A poster and hood vent sticker that were developed by Thurston County and neighboring jurisdictions were included to get feedback before they distribute them to restaurants in the Thurston County area. The average ratings for each image are presented below.



Most popular images

The most popular posters with all participants were those that featured bold, eye-catching graphics, and minimal text.

Chapel Hill Poster



Bellevue Poster



The Chapel Hill Poster

The Chapel Hill poster was developed by the University of North Carolina in conjunction with the Town Chapel Hill, N.C. following a series of six focus groups held in 2010 with restaurant owners and staff. Our kitchen staff participants liked this poster best because it provided a comprehensive overview of all the desired cleanup practices using a schematic diagram with minimal text, and used graphics that relates to a younger demographic. Restaurant owners/managers ranked this 3rd.

Participants had this to say about the Chapel Hill poster:

- Cartoonish graphic (e.g. Marvel comics) and resemblance to video touch-screen games would appeal to young staff.
- Colorful, shows points around the restaurant where cleanup practices occur.
- Bright, eye-catching.
- Gets the point across, especially with the upside-down turtle at the base of the outfall that didn't appreciate the runoff coming from the pipe.

The Bellevue Poster

We showed the *Spill Something?* poster developed by the City of Bellevue, WA as a result of focus groups and in-person interviews held with businesses. The restaurant owners and managers liked this poster best.

Participants had this to say about the poster:

- Bright, bold graphics gets the point across.
- Eye-catching, easy to understand without spending time reading.

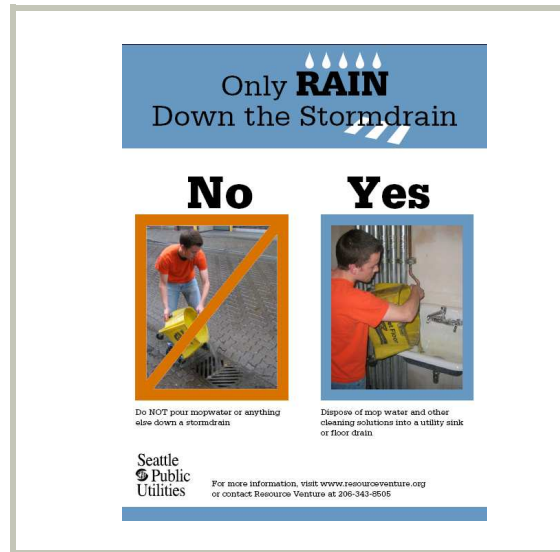
Some aspects that participants did not like about the poster were:

- Poster is specific to only one cleanup activity.
- Not enough information.

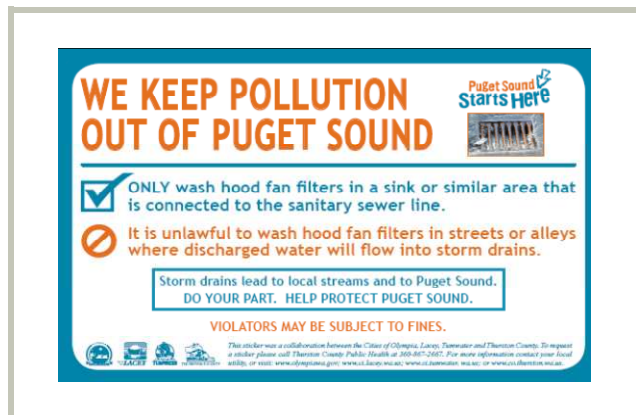
Stickers

Three stickers were reviewed by the focus group participants, including ones for the dumpster, hood vent and mop bucket. The intent of the stickers is to provide a simple best management practice at the point of use. The mop bucket and hood vent stickers received the next highest ratings by all participants, but the owners/managers and kitchen staff were not in agreement about these three stickers.

Mop Bucket Sticker



Hood Vent Sticker



Dumpster Sticker



The **mop bucket sticker**, which was developed by Seattle Public Utilities ranked 3rd overall, but 2nd by the owners/managers and 7th by the kitchen staff. The kitchen staff preferred the dumpster sticker. Why the discrepancy?

The **restaurant owners/managers** had these thoughts about the mop bucket sticker:

- Simple, can put it into application immediately.
- Pictures say 1,000 words.

The **kitchen staff** had a mixed reaction to this sticker:

- Good idea to have a sticker on the mop bucket as a simple reminder.
- Point of use stickers are good.

- Colors and graphic design are not eye-catching.
- Kitchen staff would not take seriously the rhyming scheme in the tagline.
- Not very informative.

The **hood vent sticker** was developed by Thurston County and the cities of Olympia, Tumwater, and Lacey. They wanted to focus group test this concept and design before distributing them to restaurants. Owners/managers and kitchen staff ranked this about the same.

The **restaurant owners/managers** had these thoughts about the hood vent sticker:

- Mixed reaction on the size of the sticker, some thought it was too big, others thought it was the right size.
- Point of use, holds the company that cleans the hood vents accountable. (Many of the restaurants contract this task out).
- Not clear what the sticker was about and could use better graphics.
- Liked the reference to Puget Sound, showing that the practices have a direct effect on their community.

The **kitchen staff** had these comments:

- Useful to have education at the point of use.
- Likes the regulatory language, e.g. “unlawful to wash hood fan filters in streets or alleys” and the threat of fines for violators. They suggested using the word “illegal”.
- Needs a picture, not just words.
- Needs more color to catch the attention of the employees.
- Easy to understand.

The **dumpster sticker** was developed by Orange County, CA as part of their stormwater outreach to businesses. This sticker received very different reactions from the owners/managers (ranked 8th) and kitchen staff (ranked 3rd). This may relate back to the kitchen staff’s observations of all the problems that occur with dumpster management that the managers are not always aware of.

The **restaurant owners/managers** had these comments about the dumpster sticker:

- The dumpsters get changed out frequently requiring someone to reapply a new sticker each time.
- It would not get noticed by the kitchen staff.
- Like the graphics.

The **kitchen staff** did not mention the dumpsters getting changed out and then losing the sticker-message. They had these thoughts:

- Good graphics.
- Point of use is good education.
- Easy to understand with the Do's and Don'ts.

Posters with Mid-Pack Ratings

Three posters received ratings in the middle. The biggest concern about posters, in general, was finding an optimal place to put them so they would be seen on a daily basis. There was general agreement that placing the posters in a location with all the other signage required by law would not be very effective. The kitchen back door or inside the restroom were noted by participants as good places for kitchen staff to see a poster.

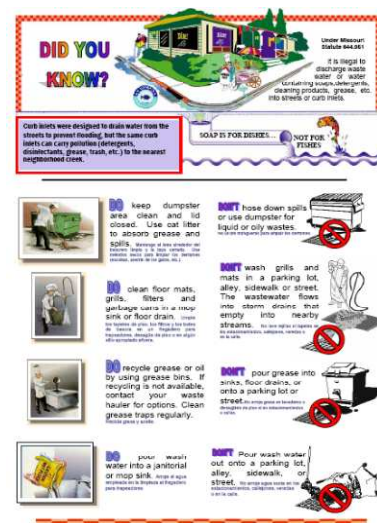
Thurston County Poster



Fight FOG Poster



Did You Know Poster



In general, these posters were less popular than the Chapel Hill and Bellevue posters because there was too much text and kitchen staff would not spend the time to read them.

They all received both positive and negative comments from both owners/managers and kitchen staff.

The **Thurston County poster**, which graphically coordinates with the hood vent sticker, was designed to be focus group tested before distributing them to area restaurants. Comments on this poster were:

- Liked the “right way/wrong way” format and the pictures.
- Liked the reference to Puget Sound.
- Informative, likes the detail.
- The pictures are small, too much text.
- Most kitchen staff won’t take the time to read it.
- A larger format of the poster may be more effective since it would be easier to read.

The **Fight FOG poster** depicts the fats, oil, grease gremlins at the top with a list of the right/wrong practices below. Instructions are provided in Spanish and Korean as well as English.

This poster received mixed opinions:

- Likes the photos, right/wrong practices.
- Likes multiple languages.
- Too dark and busy, not very readable.
- Dark background makes it appear to have more words than the Thurston County poster.
- Dark and dreary.
- Informative, eye-catching, gets the point across.

The **Did You Know poster** was developed by the University of Missouri and City of Columbia. It has the recognizable format of placing the desired practices on the left-hand side with the corresponding undesired practices to the right. The poster uses the Do’s and Don’ts and the universal “No” symbol.

Comments on this poster were:

- Like the Do’s and Don’ts and the graphics.
- Doesn’t catch my attention.
- Do not like the cartoonish drawings.
- Too many words, staff don’t have the time to read it.

The Less Popular Posters

The Kitsap Menu poster and BMP Checklist poster were the least popular posters for both owners/managers and kitchen staff.

Kitsap Menu Poster



BMP Checklist Poster

The BMP Checklist poster is a "Facility Inspection Chart for Water Pollution Prevention". It includes a checklist of items to inspect and a table for recording the results of the inspection. The checklist items are:

1. Waste Storage (Solid and Liquid Waste)
2. Stormwater Management and Proper Storage of Storm Water
3. Spill Prevention and Response
4. Sanitation and Hygiene
5. Grease Interceptors
6. Stormwater Management and Proper Storage of Storm Water

The table for recording inspection results has columns for the date of inspection, the inspector's name, and the results of the inspection. The results are recorded as "Pass", "Fail", or "Not Inspected".

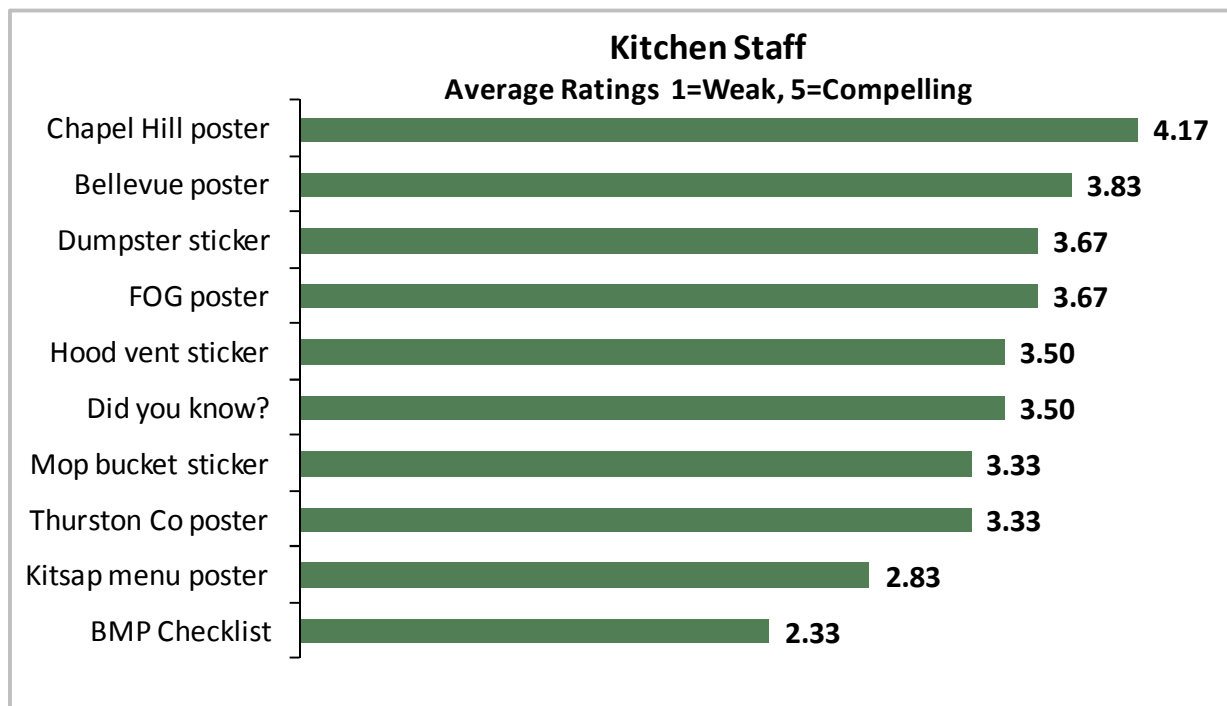
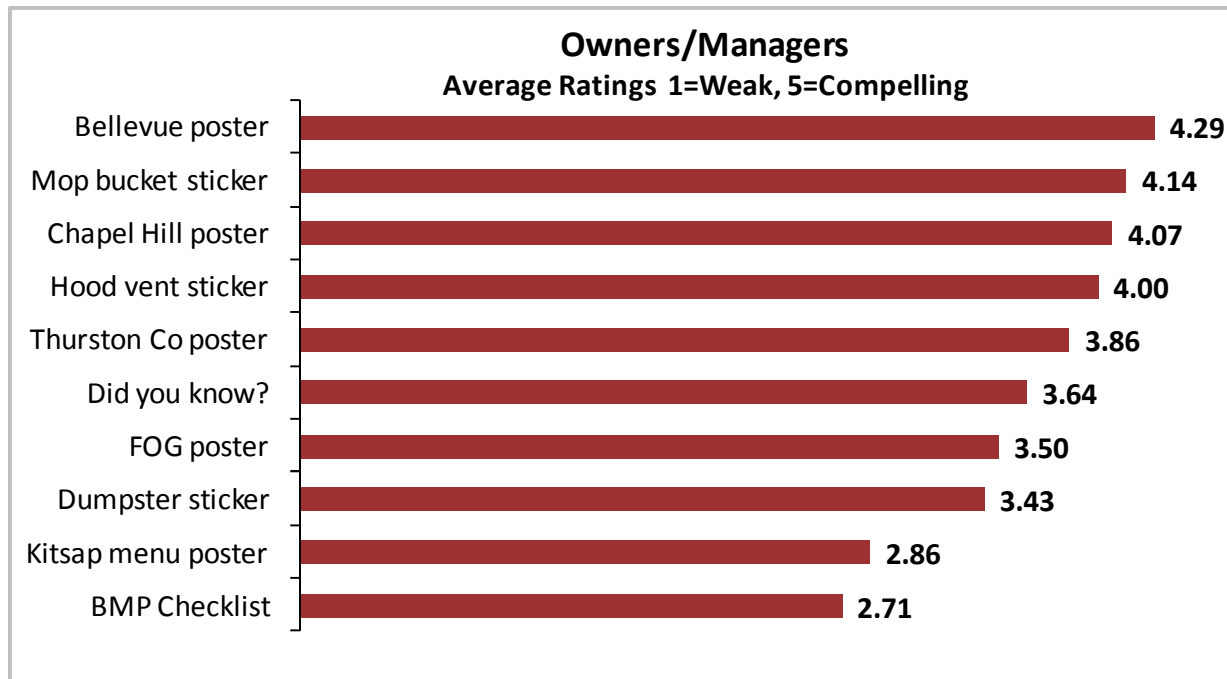
What was wrong?

Only one participant rated the **Kitsap Menu poster** as compelling with all the others giving it a 3 or lower rating. While some thought the information was good, they said the poster resembled a flyer and graphically was not compelling.

The **BMP Checklist poster**, developed in Florida, received the lowest average rating but generated a lively discussion. The poster resembles the type of cleaning checklists you see in restrooms at fast food restaurants, showing when the restroom was last cleaned and the employee's initials. The kitchen staff really did not like this poster and thought it would cause staff to blame staff on other shifts for not getting the tasks done. The owners/managers did not like this as a poster because it was difficult to read and the amount of information was overwhelming. But, some of the owners/managers thought this poster could be adapted as checklist to make sure the tasks got done and to hold the staff accountable. The documentation could be useful in showing the health inspector that the restaurant was using best management practices.

Ratings by Owners/Managers & Kitchen Staff

Below are the average ratings of the 10 posters and stickers by each of the two groups.



What they agreed on

- Both groups liked the Chapel Hill and Bellevue posters.
- They liked the hood vent sticker.
- Neither group liked the BMP Checklist and Kitsap menu posters.

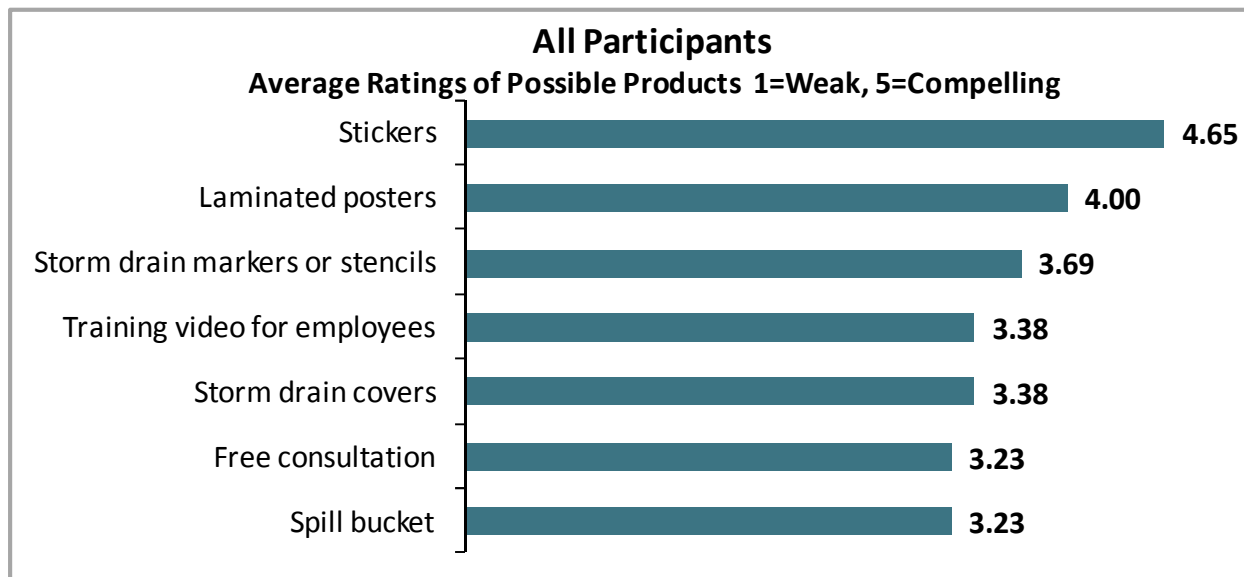
What they disagreed about

- Kitchen staff liked the dumpster sticker more than owners/managers.
- Owners/managers liked the mop bucket sticker more than kitchen staff.

Outreach Products

The participants were given a list of possible products that could reinforce the message about positive stormwater practices and were asked to rate them, taking into account how useful each item would be for them to help reduce stormwater pollution.

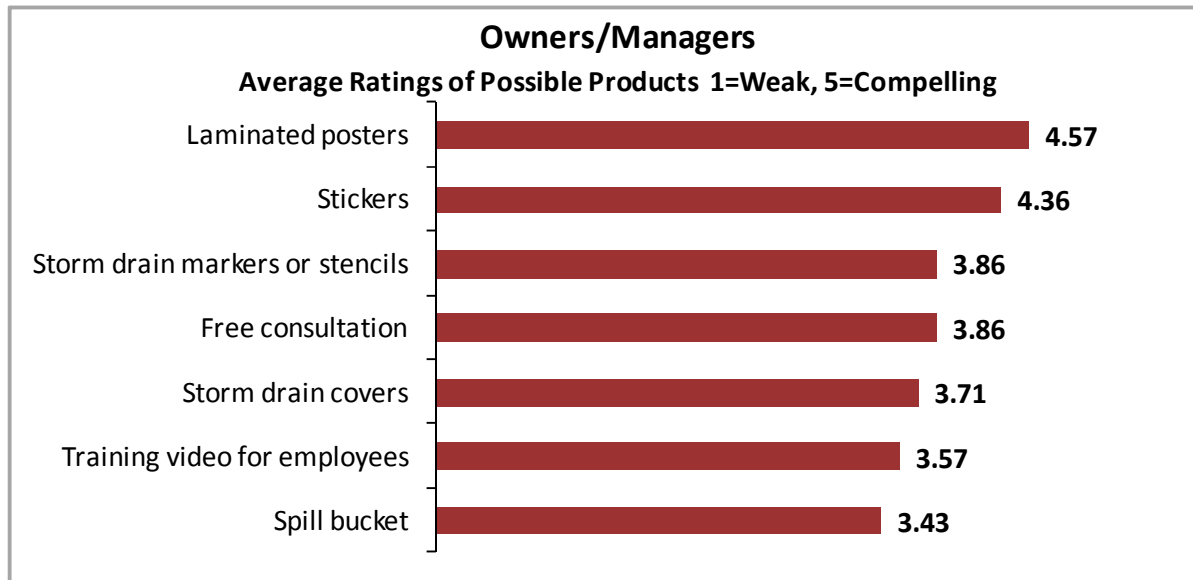
The bar chart shows the top three rated items were stickers, laminated posters and storm drain markers or stencils. These top three items held with each group, the kitchen staff and owners/managers. The lowest rated items overall were a spill bucket and free consultation.



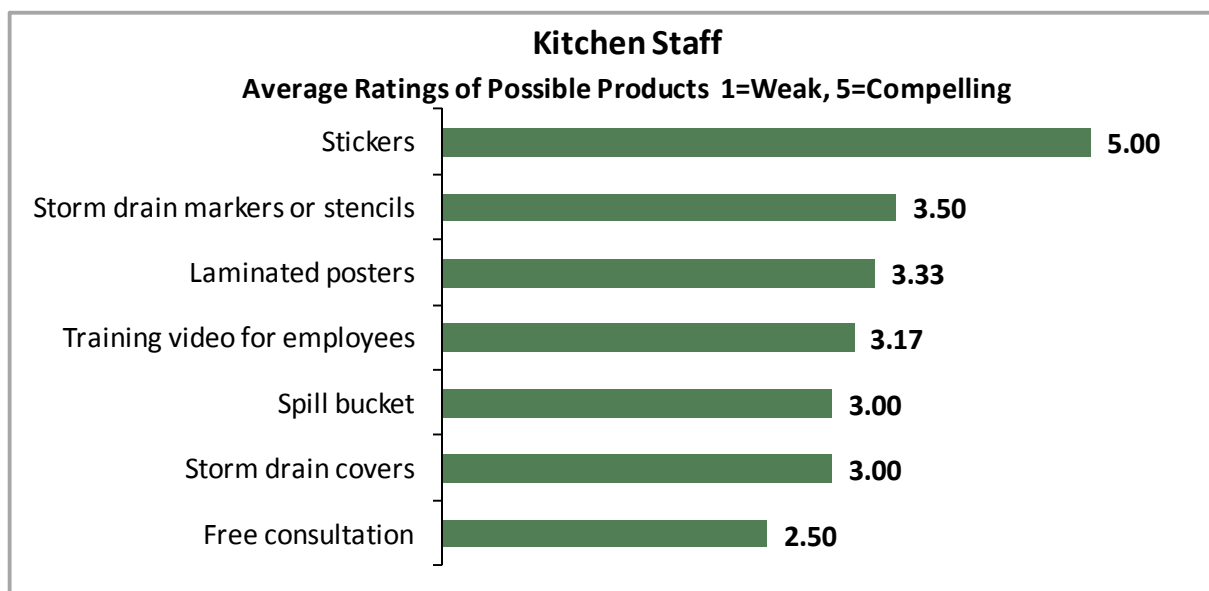
The **kitchen staff** was unanimous in giving stickers a rating of 5. They were less enthusiastic about the posters, mostly due to their comments that the posters were not likely to be seen or read, unless they were eye-catching and placed in a strategic location where the activity actually occurs. During the discussion, the kitchen staff was very negative about the training video. Even some of the managers were negative about the video and remarked that their fast

food chain already has thousands of videos and they are not very effective in educating the staff.

The **owners/managers** gave higher ratings to the products overall compared to the staff.



Compared to the owners/managers, the kitchen staff gave every product other than stickers a lower rating than the ratings owners/managers gave on all products except the spill bucket. During the discussion, several kitchen staff expressed that storm drain stencils were educational and a good idea.



Incentives and Disincentives

Participants were asked for their opinions about 1) warning tickets or letters that included an insert about best ways to handle runoff; and, 2) public notices, such as recognizing businesses in a newspaper or website, 3) be given laminated posters or stickers like the ones shown, and 4) a training video.

What they liked

Both owners/managers and kitchen staff liked the warning tickets with constructive criticism. The kitchen staff thought there should be a real threat with consequences for not taking corrective action. The owners/managers thought a warning would put a fire under management and staff and snap people into place.

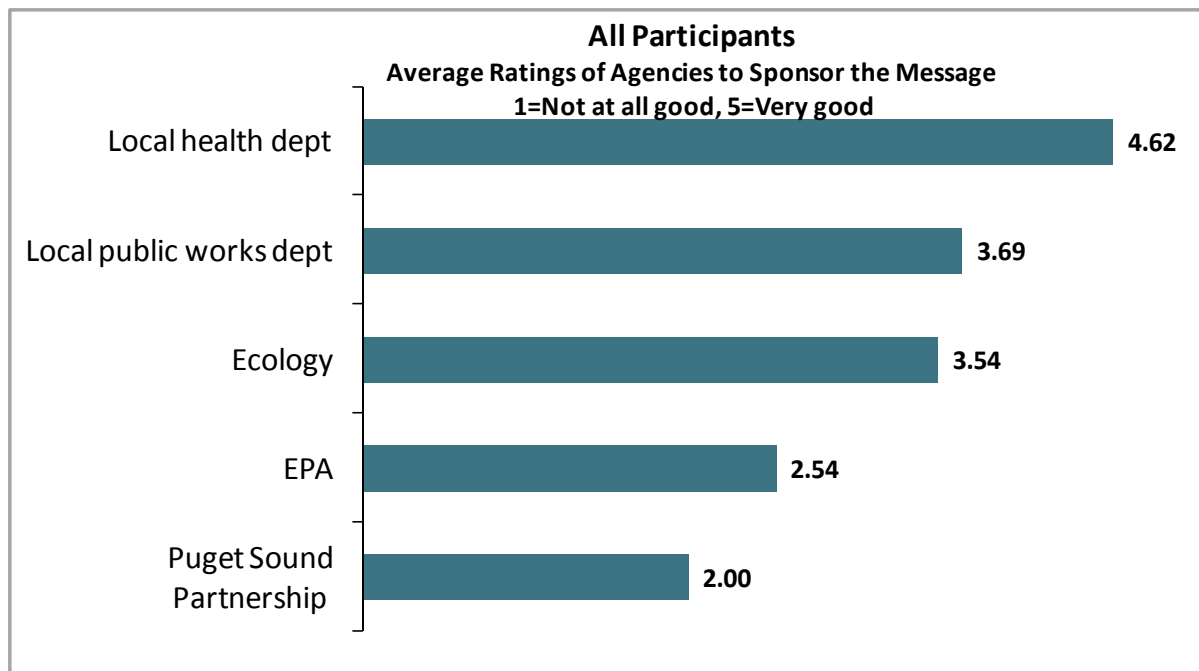
Most participants liked recognition of businesses doing the right thing for the environment. Public recognition in a newspaper, radio, or website would provide value as consumers place a value on green businesses. Both managers and staff are very cognizant of the health inspection ratings that are placed in newspapers and thought it would also be good to hear about positive actions restaurants are taking to help improve the environment. Hanging a plaque on the wall or putting a decal in the window had less value.

Everyone thought the stickers and laminated posters if done correctly could be effective. Kitchen staff was more in favor of the stickers.

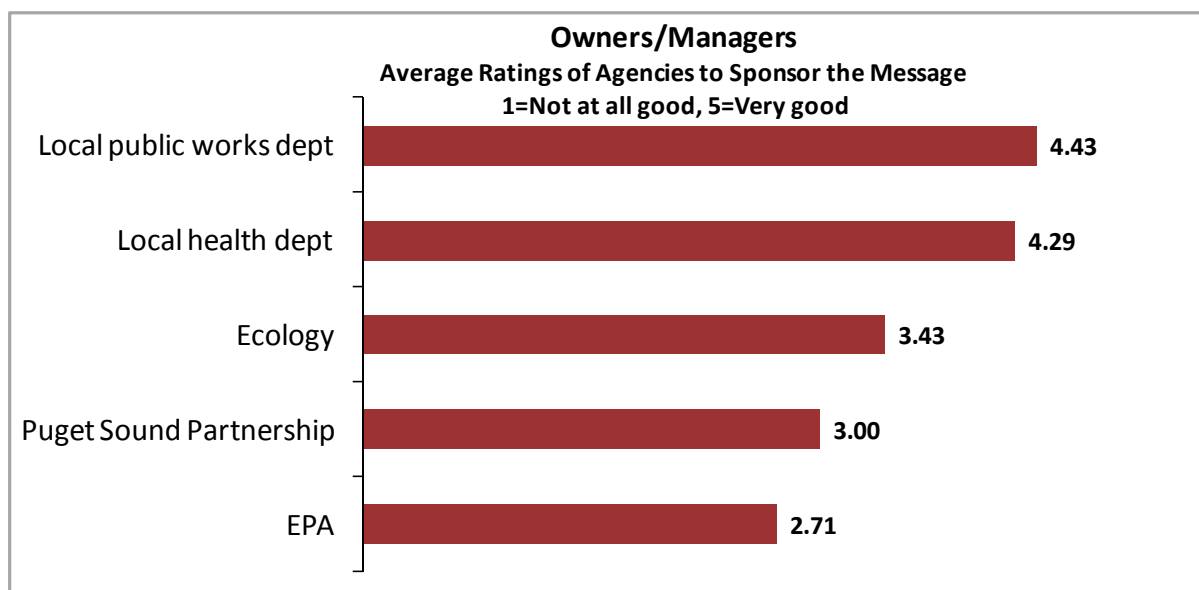
Training videos were not viewed as very effective by the owners/managers, and especially by the staff. The kitchen staff participants breathed a collective groan when the subject of training videos came up. Apparently they are subjected to training videos on numerous subjects, and they use it as an opportunity to tune out.

Who is the Most Credible Messenger

Local health districts and city or county public works departments were seen mostly as supportive of businesses and were viewed as credible messengers. Restaurant owners/managers and kitchen staff are very familiar with the health inspector visits and deal with them frequently on food safety and handling issues. Local public works is responsible for stormwater inspections, manages the drains on public property and works with businesses on compliance issues.

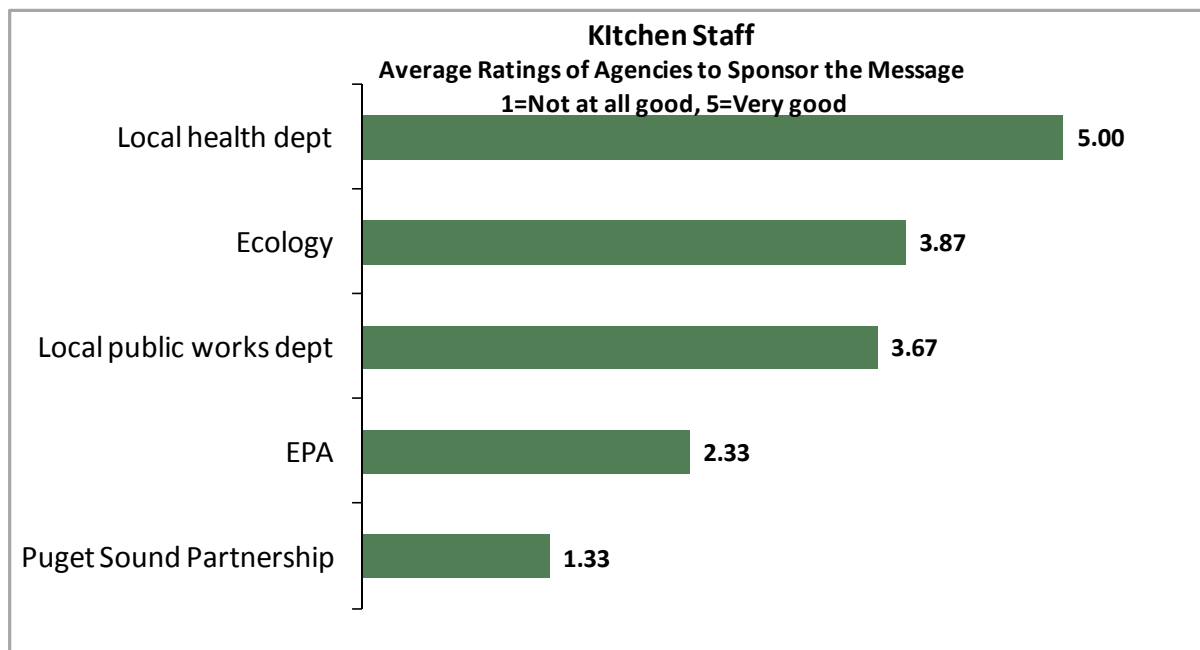


Some of the owners/managers preferred the local public works department to be the messenger since public works, not the health district, has jurisdiction over stormwater. Stormwater inspectors tend to speak with the property owner rather than the tenants.



The kitchen staff was unanimous in picking the health department as the messenger. They were less likely to pick the local public works department, and this could be because they are less

familiar with that agency. Some also recognized the role the Department of Ecology plays regarding stormwater and water quality.



4. Recommendations

- Consider the target audience when designing outreach materials. The kitchen staff that does the cleanup practices (dishwashers, bussers) are predominantly young, male, and may be non-native English speakers. Posters or stickers should have bold, eye-catching graphics, minimal text, and be placed where the cleanup practice occurs. Using “Yes/No” may be more effective than “Do/Don’t”.
- Investigate the use of storm drain markers or a marker that can be placed in the alley indicating that runoff will flow into the storm drain and then into local waters.
- Focus on educating the restaurant owners and managers and provide them with the tools (e.g. point of use stickers or posters, storm drain markers or stencils) to educate the kitchen staff.
- Outreach from public works departments on stormwater practices should include visits with food establishments, not just the property owners.

- Ethnic restaurants were not represented in these focus groups. Barriers with ethnic restaurants could be better explored through 1 on 1 interviews rather than focus groups.
- Work with haulers and grease collection companies to identify where improvements can be made and the feasibility of using dumpster stickers and/or stencils.

Interview with Fair Coordinators – Whaling Days

Carla Larson 360-662-2374

October 27, 2011

Introduction: Kitsap County Surface & Stormwater Management and the Kitsap Health District are currently looking at ways to communicate with restaurants and other food service providers about managing wash water, grease, and other waste that may pollute runoff. These same issues sometimes come up in other venues around the County such as fairs and large events where food vendors are present. These agencies may want to include these venues in their outreach and have asked me to collect some information to assist with this project.

1. Does (the fair) hire a contractor that oversees all the food vendors? If so, what are their responsibilities in terms of managing grease and grey water?

Well aware of issues, have had issues in the past. No contractor. All volunteer. They have Davis, but only for their carnival.

2. How is grease handled? Have you experienced issues with how grease has been handled? Brings is trailer with grease barrel. Vendors pour in grease. Oil recycling. Have had few spills.

Davis had a food booth and spilled grease, but not her food vendors. This year she will bill them for the past grease spill (\$300) and will watch them closely, requested a different manager.

3. Does the fair have hand washing stations for the vendors? For attendees? How is grey water handled? Have you experienced any issues with how grey water has been handled?

Vendors have own individual washing stations. Sink is available for attendees – 1 in park is permanent and another they bring in. Vendors are asked to pour grey water down the sink. Sink is not real convenient so trying to come with a better solution, 200 gallon barrel for grey water.

4. Have you seen used slush ice tossed on the ground? [If so,] Do you think there might be food waste and/or grease in the mix?

One vendor only uses slush ice and they take it away. Vendors used to use it and dump it on the ground, which she said is not acceptable. They bring in their own ice and it's not slush.

5. Have there been any issues with dumpsters overflowing or leaking? What has been done about it, if anything?

No. A few years ago the public used the dumpsters to get rid of junk. Now they are monitored and it doesn't happen anymore. They do a lot of recycling.

6. [If there have been issues], What do you think the solutions are to prevent these things from happening at the next fair?

Haven't had any accept with Davis last year, when they had a different manager. Will request the regular manager this year since he had a cleaner operation.

7. Do you think information stickers instructing the vendors to not dump the grey water on the ground would be useful? [If so], Where would be a good place for these stickers?

Not really.

8. What about stipulating requirements for how wash water and grease are handled in the vendor contracts? Or is this better handled through the event contractor?

She would like to put a requirement in the contract with vendors that if they dump grey water on the ground they will be fined \$300. She requested verbiage from the County so it sounds like a county requirement. Please send wording to Carla at president@whalingdays.com.

9. Do you make any effort to place food vendors in areas where there is access to a sink, bathroom, or sewer access to make disposal of used water more convenient? Is this possible to do with your event?

They are as close now as they can get. Will contact Keyport wastewater treatment guys about getting a large tank for the grey water instead of having the vendors take the grey water to the sink.

Interview with Viking Days Coordinator
Kathi Foresee – Food Vendor Coordinator for 15 years
October 27, 2011

Introduction: Kitsap County Surface & Stormwater Management and the Kitsap Health District are currently looking at ways to communicate with restaurants and other food service providers about managing wash water, grease, and other waste that may pollute runoff. These same issues sometimes come up in other venues around the County such as fairs and large events where food vendors are present. These agencies may want to include these venues in their outreach and have asked me to collect some information to assist with this project.

1. Does (the fair) hire a contractor that oversees all the food vendors? If so, what are their responsibilities in terms of managing grease and grey water?

Kathi does it all – all volunteer organization. Paradise Amusement has 1 food trailer (corn dogs, caramel apples) and there are no issues with them.

2. How is grease handled? Have you experienced issues with how grease has been handled?

Fully self-contained units. The individual vendors handle it themselves and cart it off.

3. Does the fair have hand washing stations for the vendors? For attendees? How is grey water handled? Have you experienced any issues with how grey water has been handled?

Vendors provide their own sinks and holding tanks inside their trailers. Take it into the restroom and dump it down the toilets. No problems, convenient location. Attendees use public restrooms.

4. Have you seen used slush ice tossed on the ground? [If so,] Do you think there might be food waste and/or grease in the mix?

Don't use slush ice.

5. Have there been any issues with dumpsters overflowing or leaking? What has been done about it, if anything?

No problems. WM brings 1 large dumpster and City of Poulsbo brings in smaller ones, which are dumped each morning.

6. [If there have been issues], What do you think the solutions are to prevent these things from happening at the next fair?

No issues. These stipulations are written in the vendor contract, re: grease, wash water, waste.

7. Do you think information stickers instructing the vendors to not dump the grey water on the ground would be useful? [If so], Where would be a good place for these stickers?

Not needed.

8. What about stipulating requirements for how wash water and grease are handled in the vendor contracts? Or is this better handled through the event contractor?

Done already.

9. Do you make any effort to place food vendors in areas where there is access to a sink, bathroom, or sewer access to make disposal of used water more convenient? Is this possible to do with your event?

They already have access.

Your opinion can earn you \$75

Thurston County Public Works is conducting a focus group about restaurant kitchens, clean-up practices, and water use.

Would you like to participate?

Date: Monday, October 17th

Time: 9:00-10:30 AM

Place: Lacey Community Center, 6729
Pacific Avenue SE, Lacey



If interested, contact us with the following information:

- **Your Name**
- **Restaurant Name**
- **Phone #**
- **Reference Study N401**

Call 425-271-2300

Email or Text Message

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